



# L'ORÉAL

## INSIDE OUT

*9 Mars 2022*



L'ORÉAL  
GROUPE

Hello, 여보세요,  
Bonjour, Привет, Olà,  
你好, Halo, שלום, Holà,  
Ciao, أهلا و سهلا

**Welcome!**  
**Bienvenue !**



# WHO ARE WE?



**Margaux VELTY**

Talent Acquisition Manager  
Digital & Communication



**Clément FARGUES**

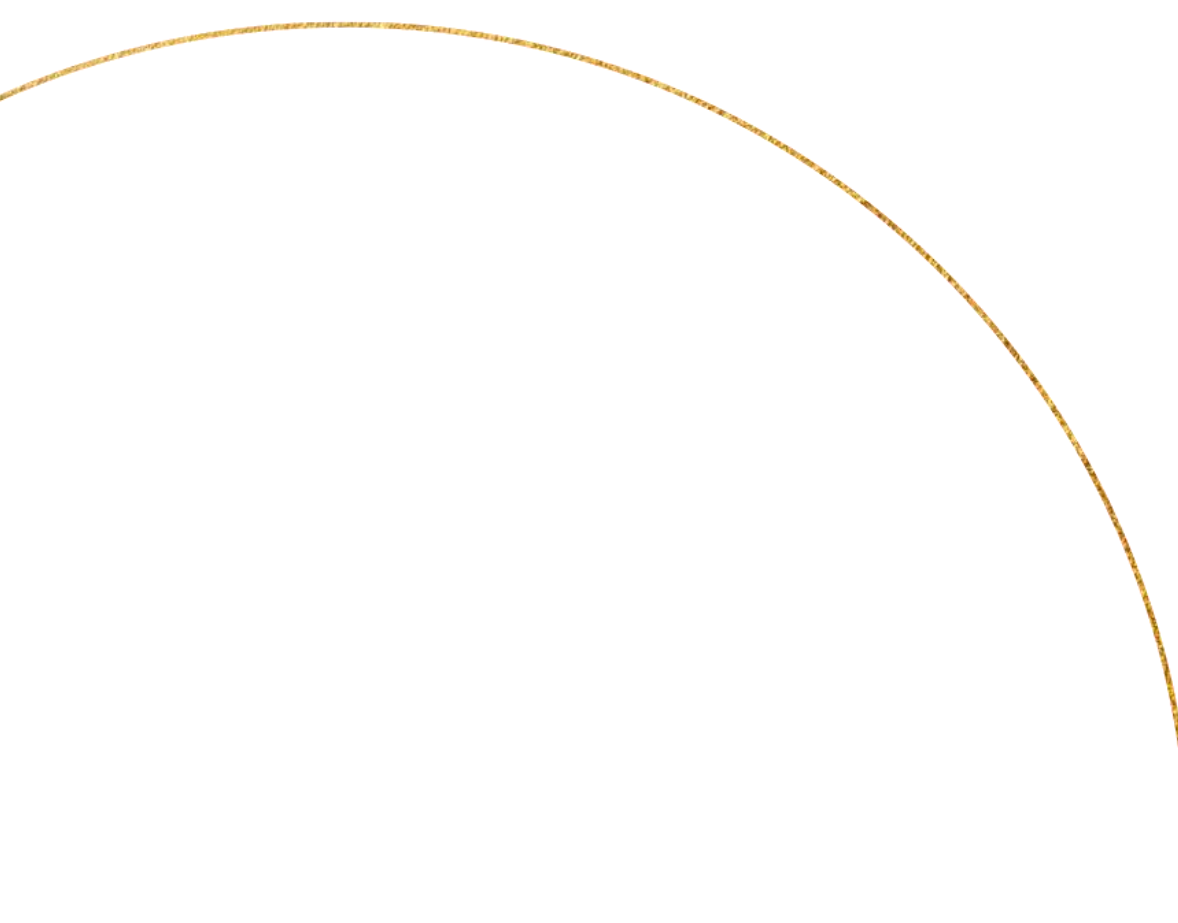
Talent Acquisition Director  
Selectives Divisions

# Nicolas Hieronimus,

CEO of L'Oréal

## HAS A SPECIAL MESSAGE FOR YOU

See the video



1

GET CLOSER  
AND DISCOVER  
WHO WE ARE

Beauty is a powerful force  
that moves us.

Beauty unifies the external with the  
internal, our appearance with our essence.

It is both what we are and what we show  
of ourselves.

Singular & plural,  
inclusive & universal.

CREATE

THE

BEAUTY

THAT

MOVES THE

WORLD

L'ORÉAL  
G R O U P E

**A pure  
player**  
in beauty

**#1**  
beauty  
company  
worldwide

**Created  
in  
1909**

# HARD FACTS

## KEY FIGURES EOY 2021

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**32,28**

billion euros  
of **sales**

**88,000**

employees

**150**

countries

**+16.1%**

record growth

**36**

international  
brands

**1,5**

Billion consumers

**28,9%**

turnover generated by  
**ecommerce**

**149**

metiers

**2<sup>nd</sup>**

employer of choice for  
graduates in all sectors for  
business / management  
schools



2021

HIGHEST  
GROWTH

IN 33 YEARS

<sup>1</sup>

+16.1%

+11.3% vs. 2019

<sup>1</sup> 2021 like-for-like sales growth.

L'ORÉAL

## REORGANISATION COMPLETED

10 184,8M€\*  
+10,7%

  
TRAVEL RETAIL

EUROPE

NORTH AMERICA

8 155,9M€\*  
+18,1%

NORTH ASIA

9 863,3M€\*  
+18,6%

LATIN AMERICA

1 771,5M€\*  
+20,6%

SAPMENA

SUB-SAHARAN  
AFRICA

2 312M€\*  
+10%

# ZONES

## 4 DIFFERENT DIVISIONS, A SHARED DEDICATION TO BEAUTY

### Consumer Products



**Mission:**  
to democratize  
the best of beauty

12 233,5M€\*  
+4,5%

### L'Oréal Luxe



**Mission:**  
provide consumers with  
the best products and brand experience  
by making it unique

12 346,2M€\*  
+21,3%

### Professional Products



**Mission:**  
support hairdressers and develop  
the hair industry sustainably  
while benefiting all

3 783,9M€\*  
+22,2%

### Active Cosmetics



**Mission:**  
help everyone in their quest for  
healthy and beautiful skin

3 924M€\*  
+30,3%

A unique portfolio  
of brands.

To cover all our consumer needs.

36 international brands.

## CONSUMER PRODUCTS

L'ORÉAL  
PARIS

GARNIER

MAYBELLINE  
NEW YORK

NYX  
PROFESSIONAL MAKEUP

3  
CE  
STYLENANDA

essie

Dark  
and  
Lovely

Mixa

mg  
美即面膜

## PROFESSIONAL PRODUCTS

L'ORÉAL  
PROFESSIONNEL  
PARIS

KÉRASTASE  
PARIS

REDKEN  
27th AVENUE NYC

MATRIX

PUREOLOGY  
serious colour care

## L'ORÉAL LUXE

LANCÔME  
PARIS

Kiehl's  
SINCE 1851

ARMANI

YVES SAINT LAURENT  
BEAUTÉ

BIOThERM

HR  
TECHNOLOGIES

shu uemura

it COSMETICS™

URBAN DECAY

RALPH LAUREN

MUGLER

VIKTOR & ROLF

VALENTINO

AZZARO

DIESEL

Atelier Cologne  
MAISON DE PARFUM  
PARIS

PRADA

## ACTIVE COSMETICS

LA ROCHE POSAY  
LABORATOIRE DERMATOLOGIQUE

VICHY  
LABORATOIRES

CeraVe  
ADVANCED SKIN CARE

SKINCEUTICALS  
ADVANCED PROFESSIONAL SKINCARE

# L'Oréal for the Future

## Our vision of sustainable development and corporate responsibility for 2030

Today, as environmental and social concerns increase, we want to build on our accomplishments and work towards even more ambitious goals. We cannot only do better, we must do what is needed.



**Transforming our  
activities to  
respect planetary  
boundaries**

**Contributing to  
solving urgent  
environmental and  
social challenges**

**At L'Oréal,  
we see **sustainability**  
as a responsibility  
and a 'license to operate'**

**-81%** Greenhouse Gas emissions  
(Our target for 2020: 60% reduction)

**72%** Carbon neutral sites, including 19 factories

**-49%** water consumption

**96%** new or renovated products with improved  
environmental social profile

**100,905** people gained access to employment.

**CDP's Triple A** fifth year in a row.



## ENVIRONMENTAL & SOCIAL IMPACT

Garnier is committed to continually improving the impact of their products throughout the product lifecycle, including the production and usage phase, and gives you access to this data with full transparency. Calculation method approved by independent scientific experts and data verified by independent auditor Bureau Veritas Certification.

Overall environmental impact



**By 2025**, all of L'Oréal's sites will have achieved carbon neutrality by improving energy efficiency and using 100% renewable energy.

**By 2030**, we will have reduced our greenhouse gas emissions of all scopes by 50% per finished product.

**In 2030**, 100% of water used in our industrial processes will be recycled and reused in a loop.

**By 2030**, 100% of biobased ingredients for formulas and materials for packaging will be traceable and come from sustainable sources, none will be linked to deforestation.

**In 2030**, 100% of plastic used in our packaging will come either from recycled or biobased sources (we will reach 50% by 2025).

*From a talented and curious  
**chemist** in his kitchen...  
to a visionary entrepreneur*

**Eugène Schueller,**

Founder of L'Oréal has always had  
an entrepreneurial spirit  
with an innovative, creative, and disruptive  
mindset!

## Science, **the driver** *of innovation in cosmetics*

**4,000** researchers in more  
than  
**60** disciplines.

**500** patents registered in 2020

**€964 m** (3.4% of sales) invested  
in Research & Innovation

We strive for  
universalisation  
with

**21** research centres &  
**13** evaluation centres  
all over the world

## *The green science* **revolution**

Find true inspiration in nature with the power of Green Sciences. They open up new possibilities for innovation, a new approach to the circularity of resources and new ways to act responsibly for the planet.

Transparency on Ingredients with  
**L'Oréal Inside Our Products** website,  
Because Consumer safety  
is our absolute priority.

INSIDE OUR PRODUCTS  
2019-2021

1000  
INGREDIENTS

45  
COUNTRIES

8  
LANGUAGES  
(FR/EN/CN/GER/  
SP/IT/RUS/PORT)

L'ORÉAL  
RECHERCHE  
& INNOVATION

L'ORÉAL

[The ingredients](#)[Our approach](#)[Our answers to your questions](#)[Our videos](#)[Glossary](#)

All you want to know about ingredients

Inside Our Products

Your safety is our absolute priority

What are you looking for?

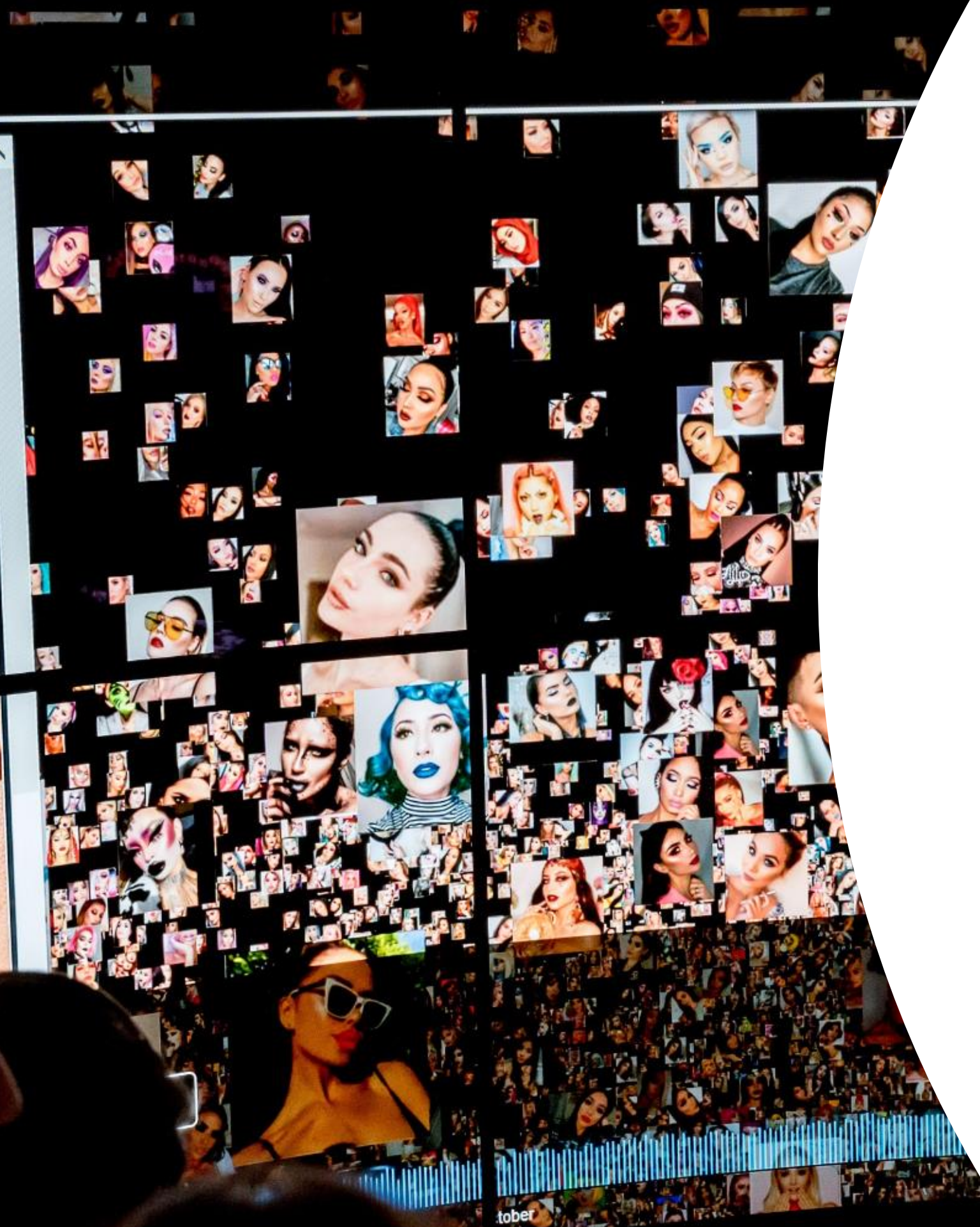
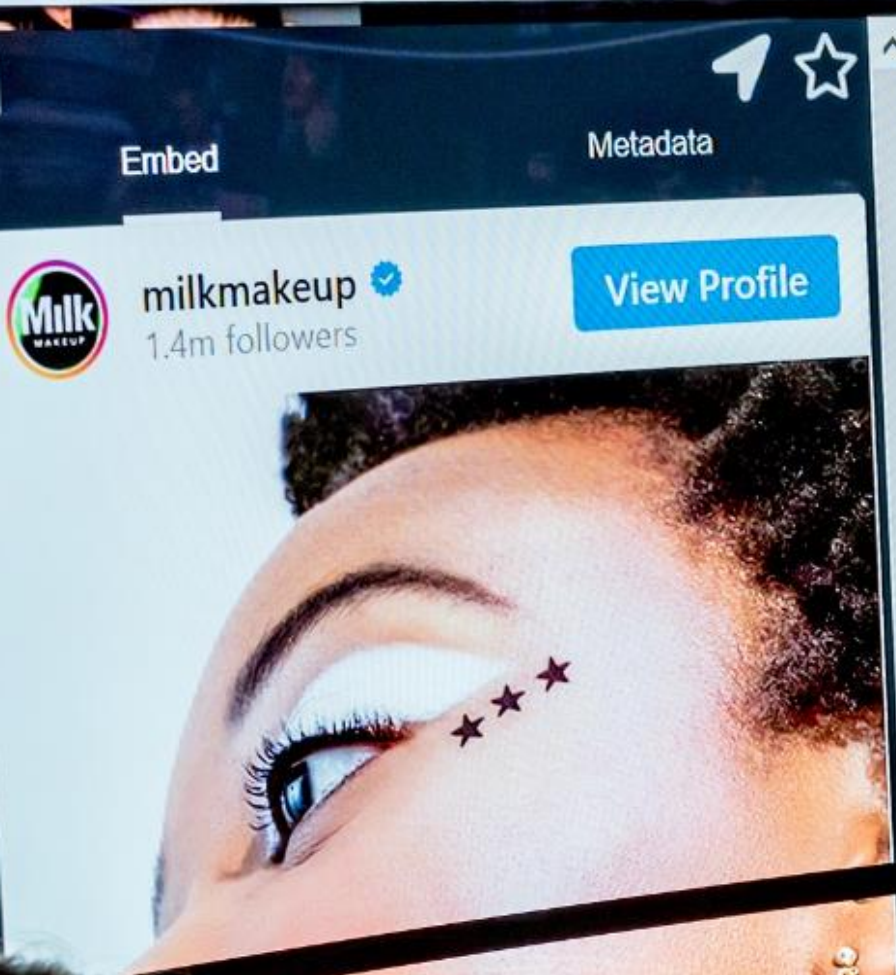
Define your search...

Search

See the video

CLICK HERE

KEEP VISION  
L'OREAL DIT



*L'Oréal's Beauty Tech ambition*  
is to *exponentially* augment  
**L'Oréal's** game-changing **science**  
by cutting-edge technologies at  
scale in order to transform the  
future:

- Be more *inclusive*
- Offer even more *responsible and transparent* products and services
- Transform ourselves into an even more *nimble and creative* company

L'ORÉAL  
GROUPE



A future where we are  
more **inclusive** of the  
*beauty needs and desires*  
of all the world's people,  
in their infinite **diversity**.

**More personalization**

YSL Rouge sur Mesure





*Our ambition today:*  
**Reimagine the digital transformation of L'Oréal**

E-Commerce sales from 2014 to 2020:  
A 6-year revolution

**2014:** 2% WOB\* (\*whole of business)

**2019:** 16%

**2020:** 26,6% WOB

**63% of media spending on digital**  
**52,000** employees upskilled in digital  
**2,800** digital experts



## *Offering consumers* **new experiences**

**Online & Offline**  
through services

Services are the new products



# R NEW FORMATS OF E-COMMERCE

L'ORÉAL  
GROUPE



*Increasingly connected*  
**beauty thanks to social  
networks**

L'Oréal is present on all D2C channels,  
indirects and pure players.  
Constantly exploring new models like  
**Social e-commerce.**

**WE NEED PEOPLE**  
TO CREATE THE BEAUTY THAT  
MOVES THE WORLD

2

A man and a woman are captured in mid-air, jumping over a thin yellow rope. The man, on the left, is wearing a white short-sleeved shirt with a small dark pattern and dark trousers. He is wearing glasses and has a watch on his left wrist. The woman, on the right, is wearing a grey t-shirt and has long dark hair. She is also wearing glasses. They are both looking upwards with expressions of joy and surprise. The background is a solid, textured teal wall. The lighting is bright, casting shadows on the wall.

**FREEDOM TO GO BEYOND,  
THAT'S THE BEAUTY OF L'ORÉAL**

**L'ORÉAL**



*Freedom to **keep**  
**growing every day!***

With top mentors, training and learning opportunities for our employees.

Discover more than **10,000 learning resources** covering every division, métier, and expertise level.

*Did you know*  
**that in 2020...**

L'Oréal invested **55 million euros** to  
upskill its employees and trained every  
single one worldwide

Each L'Oréal learner did, on average,  
**nearly 36h** to upskill themselves



L'ORÉAL

## MOOCs (*Massive Open Online Classes*)

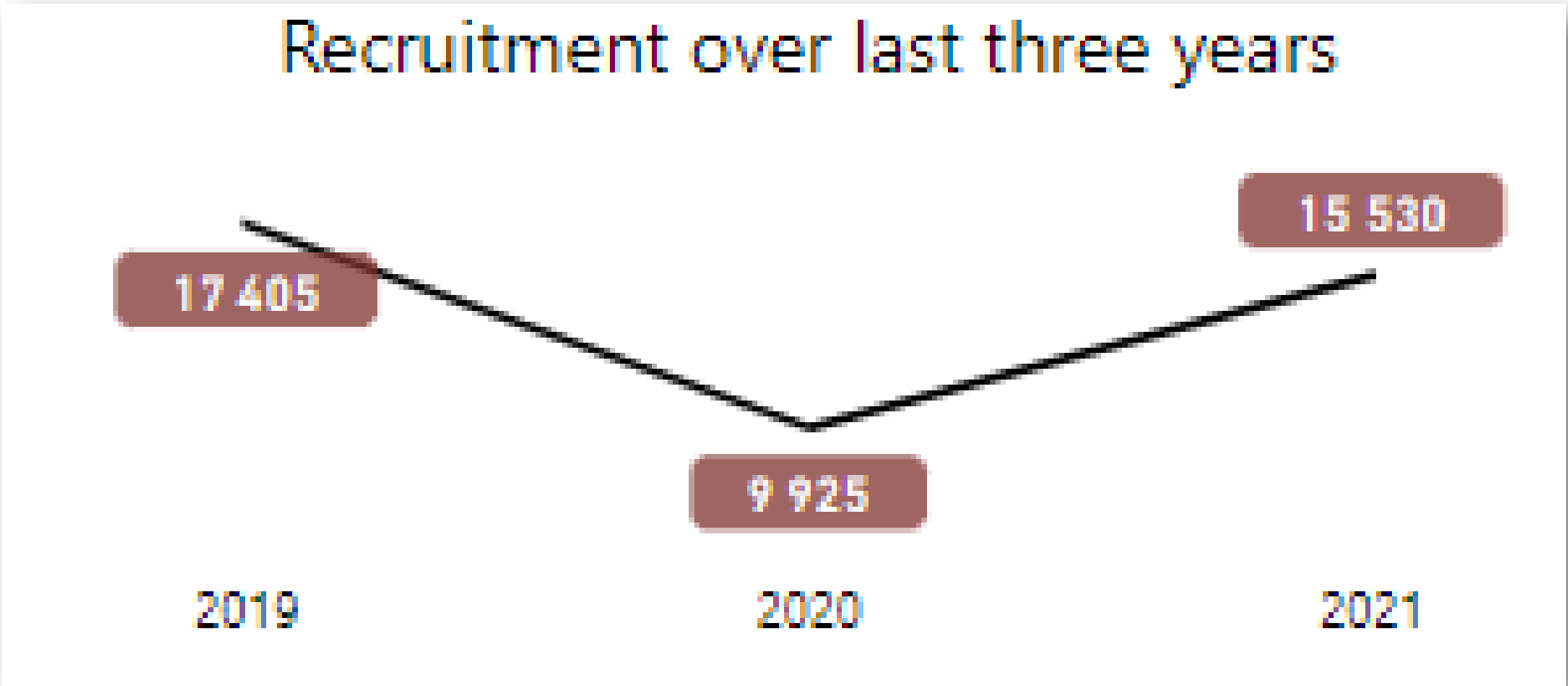
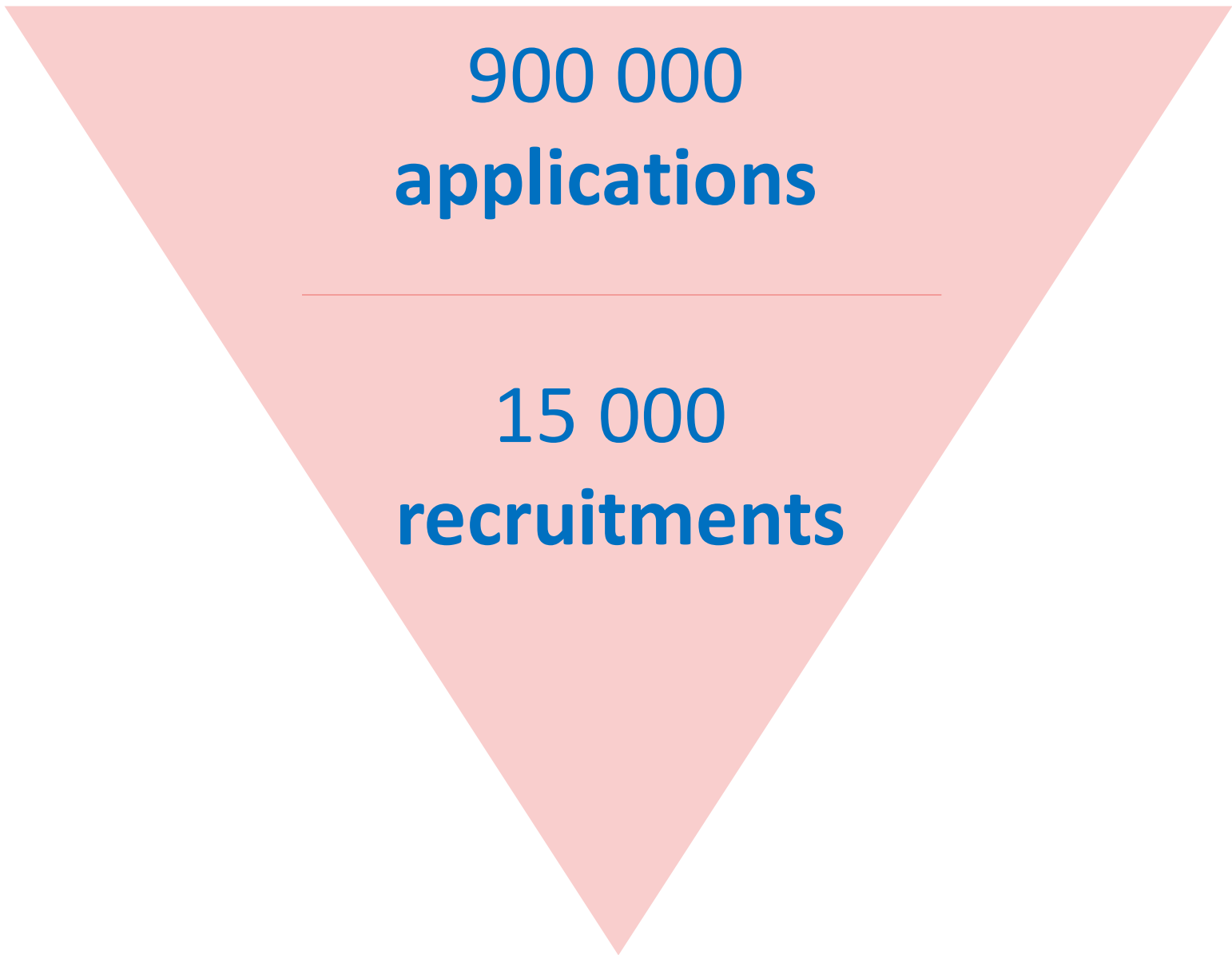
are especially popular & allow  
everyone to deep dive  
into a wide range of topics –  
more than **7,000 L'Oréalians**  
did at least one of them in 2020

WHAT ARE WE LOOKING FOR





# RECRUITMENT - L'Oréal - Worldwide



What to Assess?

# *POTENTIAL & COMPETENCIES*

## 1 THE 5 L'Oréal DIMENSIONS OF POTENTIAL

FOR ALL POSITIONS

AMBITION

EMPATHY

LEARNING AGILITY

JUDGEMENT

RESILIENCE

## 2 L'Oréal LEAD & ENABLE COMPETENCIES

FOR MANAGERIAL POSITIONS

INNOVATOR

STRATEGIST

ENTREPRENEUR

INTEGRATOR

PEOPLE  
DEVELOPER

+

## PROFESSIONAL & TECHNICAL COMPETENCIES

TO COMPLETE THE INVESTIGATION  
FOCUS ON ESSENTIAL SKILLS NEEDED

FOR DMI

MARKET  
SPECIFITIES

Métier SPECIFITIES

# The 5 L'Oréal Dimensions Of Potential

What you need to grow  
at L'Oréal

- 1 *AMBITION***  
Think big and ahead, set high ambition for oneself and for the company, and pushes oneself and others to do the extra mile to achieve exceptional performance.
- 2 *EMPATHY***  
Actively listens, understands and respects emotions, and creates genuine and trustful relationships with a wide network of diverse people.
- 3 *LEARNING AGILITY***  
Learn constantly by showing openness & curiosity, and the courage to step outside of comfort zone
- 4 *JUDGEMENT***  
Balance intuition and analysis to cut through complexity and take sound decisions.
- 5 *RESILIENCE***  
Leverage an ownership mindset, sense of purpose and personal values to persist and sustain energy to bounce back.

L'ORÉAL TALENT  
ACQUISITION

# L'ORÉAL FOR YOUTH



# L'ORÉAL

FOR YOUTH

Helping young people from all backgrounds shape their future and start their career.

We commit to providing them with work opportunities for their:

## FIRST PROFESSIONAL STEP

and concrete actions to boost their

## EMPLOYABILITY

In 2021

18,342

people under the age of 30  
joined L'Oréal around the world.

On track for 25,000 in 2022!

L'ORÉAL  
FOR YOUTH

FIRST PROFESSIONAL STEP

+30% of work opportunities\*  
for young people under 30

18,000  
by end of 2021



25,000  
each year  
as of 2022

EMPLOYABILITY

Give  
100,000 students  
access to L'Oréal  
University

Offer  
1,500  
days of career  
coaching each year

Mobilize the top  
1,000 L'Oréal  
leaders  
to mentor

DEMA1N.org

Article1



PARCE QUE CHAQUE AVENIR MÉRITE UN COUP DE MAIN  
**DEVENEZ MENTOR**

Inscrivez-vous sur [DEMA1N.org](https://DEMA1N.org)

En partenariat avec



# Questions & Answers

#weareloreal, #lorealproud

#lifeatloreal

**#beautythatmoves**

#lorealoncampus

**@lorealgroupe**

